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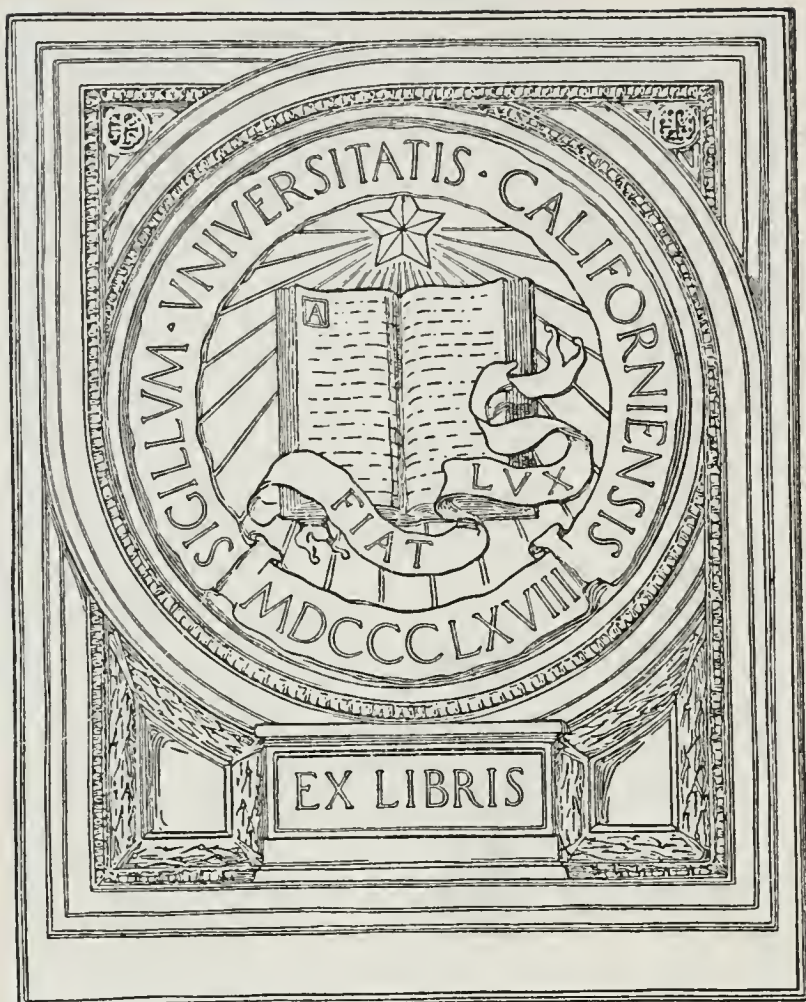
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REPORT

OF THE

Board of Control and Economy

OF THE

STATE OF ALABAMA



JUNE 30, 1919

TO THE GOVERNOR

Montgomery, Alabama.
The Brown Printing Company,
State Printers and Binders,
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REPORT OF THE BOARD OF CONTROL AND ECONOMY

Montgomery, Ala., June 30, 1919.

*To His Excellency,
Thos. E. Kilby, Governor,
Montgomery, Alabama.*

The Board of Control & Economy created by an Act of the Legislature in February, 1919, was organized in accord with said Act in March following. It now submits for your consideration its first report.

The purpose of this report is, first, to briefly and in summarized form, present for your information facts relating to the ten eleemosynary institutions now under the control of this Board, their inter-relationships, their relationship to the Convict Department, and the general relationship of each and of all combined to the State's economic fabric; and second, to discuss the opportunities of the Board as a central buying and business agency for the State, its institutions and counties.

This report must be brief and confine itself to those matters needing immediate change or improvement, with only such other statement as is necessary to give an unclouded view of the past and present, and what should be the future policy and practice to maintain the best social and economic situation for our State and people.

The facts are presented, not in criticism of our institutions or of their managements, but with a full consciousness that practically all of the past development has been from small beginnings made possible by personal donations born of patriotic vision, and these beginnings car-

ried forward patiently and laboriously by bands of far-seeing, humane and unselfish citizens. These have had inadequate State support, and the present conditions are, under the circumstances, marvels of accomplishment.

The foundations laid, now give to the State opportunities for great educational development, and immense social, economic savings.

Recognizing the past sacrifices and the strivings for accomplishment, it is now our opportunity to bring to these mental and physical plants energy that will so combine and correlate their purposes as to make possible greater accomplishment with less costly and wearing effort.

The Board controls the business and financial policies of the following institutions:

Alabama Industrial School for Boys, Birmingham, Ala.

Alabama Insane Hospitals, Tuscaloosa and Mt. Vernon, Ala.

Mercy Home Industrial School, Birmingham, Ala.

State Training School for Girls, Birmingham, Ala.

Soldiers and Sailors Home, Mountain Creek, Ala.

Alabama Reform School for Juvenile Negro Law Breakers, Mt. Meigs, Ala.

Academy for the Blind, Talladega, Ala.

Institute for the Deaf, Talladega, Ala.

School for Negro Deaf and Blind, Talladega, Ala.

It acts as purchasing agent, upon requisition, for all State departments and bureaus at the Capitol, for the Convict Department and for the educational institutions of the State.

A large part of the Board's energy has been directed for the past three months in securing information which is now combined in tables A, B and C attached hereto,

the summaries of which show institutional facts as follows :

A—Population, physical properties, deficit in maintenance June 1st.

B—Main articles and quantities of food consumed.

C—Main articles cloth and clothing and miscellaneous supplies consumed.

These figures are approximate, for the reason that, while records seem, in all cases, to have been kept of the cash receipts and disbursements, there has been practically no system of accounts that check the physical properties accumulated, or show the amount of supplies consumed and what part of these supplies were produced at the different institutions.

The Board has now a complete, but simple system of records which, after July 1st, will monthly reflect all these facts.

The summary of the above exhibits show that of the main articles of food, these institutions annually consume	\$ 520,464.10
Of cloth, clothing and miscellaneous articles	809,364.80
	<hr/>
	\$ 1,329,828.90

A reference to the items consumed shows that the articles are those that the State itself can produce to an extent of.....\$1,200,000

For a four-year period we have a possibility
of supplying from within the State
and its institutions.....\$4,800,000

A study of the cloth items indicates that a large part of this cloth and clothing either is, or can be, produced in connection with the operations of the Convict Department and its cotton mill and garment-making division.

We are making, or can make, sheetings, osnabergs and other cloth and clothing suitable for the general requirements of our institutions.

We now manufacture cloth in the Convict Department, pay a commission to brokers to sell it at wholesale in the Eastern markets, and later re-buy for our institutions from dealers at greatly increased prices cloths of similar weight and quality.

A simple illustration of this is found in the following item: The inmates of the Reform School for Juvenile Negro Law Breakers at Mt. Meigs, about 325 in number, use about three suits per annum of pants and jumpers or overalls, of a weight of goods and character of make that is possible to furnish complete from the Convict Department. The difference in the cost of these garments as bought in the open market, and the cost to produce by the Convict Department is approximately 40 cents per suit. We use approximately 1,000 suits per year, so that if the Convict Department furnishes these at prices now paid by the school, there is an increased earning of \$400 on this cloth to the Convict Department; or if furnished at the values the Convict Department is now securing on its sales, a decreased cost of \$400.00 to the school; or a division of the saving will give \$200.00 additional profit to the Convict Department, and \$200.00 saving to the school.

We are buying annually thousands of gallons of syrup, millions of pounds of meal and hundreds of thousands of pounds of meat. Table A shows that the institutions of the State and the Convict Department own some 13,000 acres of land, 10,000 acres of which are of a reasonable fertility and of a character to produce an immense variety of food stuff.

Referring again to the Reform School for Juvenile Negro Lawbreakers, there is ability there, on account of

the land and the supply of labor, to produce sufficient syrup to supply all of the needs of the State institutions at a saving of present expenditures on the one side, and profitable training and use of energy at the Reform School on the other.

The consumption of canned goods is already large, but can, and should be, greatly increased, in order to give a cheaper and better balanced food ration.

There is, particularly at the insane hospitals, and practically at all the institutions opportunity for producing and preserving by canning or drying immense quantities of these supplies.

The need of milk and butter is great. Milk and its products are the most healthful and most easily digested foods, and largely increased quantities should be used, both by the old and young inmates.

Our purchase of meats and compound lards is an enormous expense. Certain of our institutions, and especially our Convict Department, can, with inmates not possible of use in heavier work, profitably and advantageously produce the best types of this food.

It needs no argument to convince one who studies this information that possibly the best work this Board can accomplish is such a correlation of these various institutions as will enable them to produce largely what they consume, and to so use the surplus products of each in the consumption of the others as will keep within the institutions immense sums now paid out.

While producing these various articles consumed by the State there is a compelling educational advantage to be gained, provided the purpose in the beginning is to produce, in the best way, the best breeds and varieties, and to make of the different State institutions *educational exhibits* of the best farming, gardening, cattle and hog-raising and dairy methods and products.

In the end, it costs no more, and, in fact, costs less, to farm, garden and dairy in the best way.

The Board is impressed with the fact that 80 per cent of the population of Alabama is supported either directly or indirectly by agriculture.

If the inmates of our institutions are so employed as to give them practical experience and training in the best methods of farm, garden and dairy, they are fitted to go to, or to return to the farm, not only equipped for self-support, but with a trained knowledge that will be a constant help to themselves and to their neighbors.

The Board in beginning its work, has been most fortunate in having in all directions the sympathetic and energetic help of other State Departments and of the institutions. In addition to direct investigations made by the Board in its visits to and study of institutions and problems, it has had able assistance from the Departments of our great agricultural school at Auburn; and by the State Board of Health, in connection with the expert knowledge and unstinting work of the management of the Bryce Insane Hospital. Our Prison Inspection Department, Chief Examiner of Public Accounts, State Highway Department and many others on whom we have called from time to time, have most actively and substantially assisted us. This help from the State's administrative machinery has enabled the Board to gather data and form conclusions which, if furnished by experts especially hired for the work, would have cost the State, as it has cost other states in beginning such work, large amounts of money.

Special surveys have been made by Mr. Paul T. Schooly, under the direction of Prof. G. C. Starcher, of the Horticultural Department at Auburn, and of the State Horticultural Society, who have brought to their assistance the

trained minds in our farm extension development and other agencies for farm improvement.

These surveys cover in detail the agricultural, horticultural, dairying and cattle raising conditions and opportunities at all State institutions and in the Convict Department. Largely from these the Board is enabled to present the preceding facts, and to say that with *proper direction* these institutions can be made to produce nine-tenths of all their food consumption and to become splendid training plants and educational exhibits of the best methods of farming.

The thorough survey made through the help of our State Board of Health by Dr. Partlow, of the Bryce Hospital, assisted by Dr. Thos. H. Haines, of the National Committee for Mental Hygiene, has given us a record of the physical and mental health conditions of the inmates of our institutions, with suggestions that make a basis for doing many things at small cost that are economical and helpful; and recommendations for improvements that may be made from time to time as our opportunities and finances permit. This report shows that at:

The Alabama Boys Industrial School there are of	
feeble-minded	14%
The State Training School for Girls there are of	
feeble-minded	24%
Mercy Home Industrial School for Girls there are of	
feeble-minded	13%
Alabama Reform School for Juvenile Negro Law-	
breakers there are of feeble-minded.....	26%

We have a list of the individuals making up these percentages. For these inmates it is impossible to give proper instruction or care at these institutions, but in the absence of other arrangements by the State it is neces-

sary that their care be undertaken. The institutional effort for education is entirely wasted in these cases, as there is no more chance of applying education to their mental condition, which is a lack of mind, than there is a chance of producing crops on a tin roof.

There are certain forms of specialized training and care that can help some of these cases to become partially normal and self-supporting; others are helpless and hopeless and have to be cared for during their natural lives. The cost of this care is less where they are segregated than where they are scattered into various institutions unfitted for them, or, worse, where they are left to wander aimlessly, increasingly and often criminally, through our outside social life.

The report on our farm conditions makes it evident that in order to secure the best correlation of these facilities and opportunities, the Board of Control should, from time to time, be able to direct certain minor improvements at particular places, and to temporarily furnish the funds for the installation of plants that will immediately begin to reduce the cost of maintenance either at that particular institution or at other institutions. For instance, a properly constructed potato storage house may be essential in order that the potato production of an institution may be saved from rot. The cost of this may be \$500.00 to \$1,000.00. The institution has not the money, but if the Board can temporarily furnish it and start this small economy, the institution, through its consequent saving in maintenance, can, by monthly payments, repay the Board. This same process can apply to a canning plant, a silo, a syrup-making outfit and various other agencies to be installed for the purpose of increasing production and decreasing maintenance cost.

The Board should be supplied with a small revolving fund upon which it could draw from time to time for

such use by the institutions. The amounts advanced would be returned by the institutions to the fund and re-used when needed in some other direction. The fund would never be permanently spent, but kept in constant circulation.

STATE PURCHASING.

In taking up this work the Board finds itself hampered by existing laws in using to the best advantage this newly created economic facility.

Under Section 69 of the Constitution, fuel for the Capitol, stationery, printing and binding for the different State departments are required to be purchased under "such regulations as shall be prescribed by law * * * and all such contracts shall be subject to the approval of the Governor, Auditor and Treasurer."

Section 578 of the Code makes it the duty of the Secretary of State to prepare and execute these contracts, and Sections 1647 to 1677 lay down in detail the method by which the Secretary of State shall be governed. These statutes require, among other things, that the Secretary of State shall biennially receive bids for the furnishing of these supplies and performing this work, and that under certain conditions he shall allot the contract to a bidder for a period of two years. This situation leaves the Board with no alternative but to give to these contractors from time to time, orders for the supplies for which requisitions are made upon the Board. The Secretary of State with his numerous other duties necessarily could not handle the buying of these supplies from month to month, or from time to time, as the best economic result might require, therefore, the necessity under the old plan for the biennial contracts and the detail of law surrounding the placing and execution of them.

Now that the State has established machinery for doing this work, it should get the benefit of that machinery and require these supplies to be purchased by the Board of Control in accord with the constitutional direction, but otherwise in the same manner as it purchases other supplies or arranges for other labor.

To show the uneconomic results of the old system, and with the criticism directed at the system and not at the bidders who have to operate under it, we wish to give one or two illustrations. It is not the intention to suggest that all purchases result in such loss as is shown, but to show what may, and does happen, in some instances:

The bids under the contract let by the Secretary of State are taken on what is known as a unit basis. The prices for each article in the list are added together, and the bidder who presents such figures as produce the lowest result, gets the contract. If a bidder has knowledge that certain things upon which he is asked to bid will not be used, or will be used in very small quantities, his unit price on these may be very low. In fact, may be far below cost, while on those things that are used largely, his price may be very high. His total price will still be sufficiently low for him to get the contract, with the result that the State pays very much more than a reasonable price for those things it is using, and gets no benefit of the low price on those things included in the schedule but for which it has none, or very little use. To illustrate this point: An investigation by us shows that the price bid in different years for furnishing the Notarial Commissions which the Governor uses in making his appointments of Notaries was as follows:

Period 1912-14 Per 1,000.....	1c
Period 1914-16 Per 1,000.....	\$28.00
Period 1916-18 Per 1,000.....	5.00
Period 1918-20 Per 1,000.....	50.00

The period 1912-14 was the latter half of a gubernatorial term when practically all Notarial Commissions supplies for that term had been bought, and nearly all Notaries had been appointed by the Governor in the early part of his term, and, therefore, there would be bought practically no supplies of these seals. A bid of 1c reduced enormously the result in the total bid without the State getting any advantage, because it would buy none, or few of these seals. A new Governor comes in for the period 1914-16 and his Notarial supplies will be bought during that period, hence the advanced price to \$28.00. Likewise 1916-18 is the end of a gubernational period when few or no seals are bought, hence the reduction to \$5.00, whereas again 1918-20 covers the induction of a new Governor with the purchase of large quantities of seals and the advance to \$50.00 per 1,000.

Certain classes of ink of which the State had considerable supplies in 1912 and 1914 were bid, 1 dozen

quarts	1c
1914-16 were bid, 1 dozen quarts.....	\$ 7.20
1916-18 were bid, 1 dozen quarts.....	10.80
1918-20 were bid, 1 dozen quarts.....	18.00

These are two of many illustrations that might be supplied. The result to the State is obvious, but in order that we might have something definite, the Board made an investigation of prices covering a large number of supplies bought under March, 1919, requisitions.

In twenty-five of these requisitions, articles and work placed under the existing contracts cost \$2,937.65. The Board secured prices on these articles from various printing and stationery houses in the State, which prices were not for wholesale quantities, but retail prices at which any individual could buy at that time. Applying the low-

est of these prices, the cost at which the State could have bought at retail locally, would have been only \$2,314.31 as against ~~\$2,9~~37.65, a loss of \$623.34, or approximately 23%.

The total outlay for stationery and printing in
 a four-year period is.....\$30,000.00
 A saving of 23% would be..... 6,900.00

The present method of buying fails to give the Board an opportunity to buy in carload quantities, and secure the reduction in carload prices and carload freights.

Since, before purchasing it requires a detailed requisition from the institution and advertising for ten days before order is placed, it also prevents the Board taking advantage of special bargains. For instance, the Federal Government, thirty days ago, advertised a large quantity of hams which they wished to sell. Our requirements for hams are large in the aggregate, but requisitions come, in small quantities from different institutions. We are paying for side meat from 26c to 29c per pound. For hams 32c to 34c. Some of these hams were sold to other consumers in quantity by the Government at from 15c to 18c. The Board should have latitude that will enable it to use its information and ability in buying in such cases for the benefit of the State and its institutions, and of assembling in quantity and re-distributing as needed to the institutions.

In buying cotton for the State Cotton Mills at Speigner, of which there must be purchases made of from \$500,000 to \$600,000 per annum, it is practically impossible to buy on advertised bids. The time of ten days required for advertising, with the additional time for requisitions, etc., might mean a change in value of many dollars per bale. We have seen in the last sixty days the cotton market advance 11c per pound, decline 6c per pound and again

advance 7c per pound, some changes amounting to \$15.00 per bale in three days.

PURCHASES FOR COUNTIES.

Through the assistance of Hon. Charles E. McCall, Chief Examiner of Public Accounts, and Dr. Glenn Andrews, Prison Inspector, the Board has been enabled to acquaint itself with some of the purchasing conditions in the counties, and feels sure that it can be of great use to them in making their purchases along certain lines.

The books of record and many forms used in the county offices vary from county to county, and are frequently changed with the change of administration, with the result that a large amount of these supplies purchased are not used, but are filed with many blank pages.

Section 5877 of the Code requires out-going sheriffs to file their books with the probate judges. Should this section be repealed, and the out-going sheriff required to take a receipt from the incoming sheriff for the books, the incoming sheriff could continue to use the unused pages in the records of the out-going sheriff and thus save the purchase of new books with every change.

Many of the forms for books in the counties can be standardized and ordered in quantity to be distributed to the counties on requisition as they need them. A large part of the cost of all stationery, where special ruling is required, as in county records, is in the setting up of the forms. After the first thousand sheets are printed the following thousands cost only the value of the paper, ink and time of the press. Wherever forms can be standardized for the 67 counties, each county can get the benefit of the buying in quantities in connection with the other

66.

There are many forms for small printing, such as envelopes, letter-heads, etc., that are now furnished by local printers at the county seats. These can continue to be so purchased, as it may be done there at less cost and more convenience than is possible at outside points.

In the purchase of equipment and supplies for the jails and almshouses we find a great variation in prices paid by different counties. Each county seems to buy for immediate use, and not until the need is upon it; pays frequently an extra price for immediate delivery, and is limited as to price and quality to what happens to be in the stock of some dealer that is easily reached.

Through the Prison Inspection Department the proper standards of quality and weights for blankets can be fixed; the character of hammocks or cots decided upon and the State Board then by bargaining in quantity can secure for all of the counties the best wholesale prices for standard qualities. Dr. Andrews suggested that it would be possible to save the purchase of many blankets if, instead of using blankets in the winter to cover the hammock upon which the prisoner lay, that cotton pads be made with two coverings of sheeting, which coverings could be removed and laundered, thus keeping the pad clean and the covering fresh. If these pads were decided upon and substituted for these blankets, used in lieu of mattresses, it would be possible to have these and the sheeting covers made by our Convict Department at a great saving in cost to the counties.

In consultation with the Highway Department we find that many supplies for constructing the highways are to be bought by the different counties. The Board should, in consultation with the Highway Department, know the proper qualities of steel for bridges, cement for concrete, scrapers, trucks, etc., for the roads, and through quantity

buying and bargaining secure the best prices for the standards required.

Articles like electric globes which are used in quantities in all the State and county institutions when bought in large quantities have a fixed discount below prices in smaller quantities. The State Board can contract to buy these in such quantities if buying for the whole State and its counties as to get a discount of 33% as against 17% to 21% now secured by the counties.

Gasoline is sold to the Federal Government at present for 24½¢ a gallon. We find the State Departments and the counties paying 26½¢, though commercial distributors have a less price. The Board is now negotiating on this matter, and it suggests itself that there is no good reason why the State Government should not be allowed by the oil people exactly the same price on oil as they sell to the Federal Government, the State Government being finally only a division of the General Government.

Contracts for typewriters can be made by a central State agency for the benefit of all counties and institutions at large discounts. The Federal Government does it. Why not the State?

Investigation indicates a possibility of savings of 20% to 35% in inks, paints and much machinery, and 10% to 20% in the general run of supplies.

These illustrations are given, as might be many others, to show the possibilities of service by the Board to the county governments. The stationery supplies and record books alone bought by the different counties in the State will amount to not less than \$175,000 per annum. There should be in quantity bargaining a saving in this of 20%, and there should be, through standardization of forms an additional saving of not less than 20%, so that a total saving this item alone should amount per year to.....\$70,000.00 or for a four-year period.....\$280,000.00

A standardization that would save considerable money, both in the State departments and county offices would be a change in letter-heads and forms, so as to have the office shown on the letter-head or the form rather than the individual officer's name. The Federal Government in its departments has few personal forms, but each department has its letter-heads or record forms showing the department only, as, for instance, "Treasury Department, Internal Revenue Collector's Office, Birmingham, Ala." When one collector follows another there is no need for the changing of forms, but there is a continuation of the established standard.

In addition to books, stationery, etc., the annual county purchases of supplies amounts to some.....\$1,200,000
or for a four-year period, to.....\$4,800,000
Even a 15% savings would amount amount to.....\$720,000

Is this not a stake worth striving for?

INSURANCE.

From surveys made by this Board and by the State Department of Insurance the following facts are developed:

The State has properties of some seven millions of dollars upon which, at the present time, there is insurance effected to the extent of some three and one-half millions. The annual insurance premiums are approximately thirty thousand dollars, and the average annual insurance rate .894.

Due to the fact that in many instances there is not a knowledge or a record of the actual value of buildings, some of these are insured for much greater amounts than are necessary, and some are under-insured. The insurance policies are not uniform in their wording or requirements, and are placed from time to time by many

different officers of Boards or Trustees or other State agencies.

The average rate of .894 is higher by 10% to 20% than the average rate charged to some other states for similar insurance. It suggests itself to the Board that the matter of insurance should be handled by one State agency, and that proper investigations should be had to know the values of all State property, to properly record and preserve these, and efforts undertaken to do the things necessary in order that the State's charge for insurance should not be greater than similar charge to other states. The Board of Control can, and probably should, take care of this work.

Similar service might be performed for the counties.

The Board finds that in many, if not all, instances, the State and its institutions are paying the war tax of 10% on insurance policies, which is improper. The State is exempt from this tax. We find that in many cases the State departments and institutions are unnecessarily paying Federal transportation taxes for both persons and property.

RECOMMENDATIONS.

The operations of the Convict Department should be combined with those of other institutions under the control of the Board.

The Prison Inspection Department of the State should be co-ordinated with the work of the Board, for the reason that in this department there is medical intelligence and inspection machinery sufficient to do, not only the work now being done, but also to similarly inspect and control the State institutions and the Convict Department.

The State's insurance should be handled by the Board.

The convict hospital for tubercular and other patients of long detention should be legally placed outside the

penitentiary that convicts confined there might be under temporary parole. This would make the facilities available for use of the sick at several other institutions and eliminate the cost of supplying these facilities at each institution.

The present law requiring the Secretary of State to contract biennially for stationery, printing, binding and fuel should be repealed and this duty placed upon the Board.

The printing of reports by institutions and departments is a large expense. A study of the requirements might develop a need of printing quadrennially or biennially instead of annually and greatly lessened number of copies.

The law creating the Board should be amended so as to give it such latitude as to enable it to take advantage, without advertising, of special opportunities for purchase.

A revolving fund of \$20,000.00 should be placed at the disposal of the Board for temporary use by different institutions.

A revolving credit of \$50,000.00 should be allowed the Board in order that temporary settlements may be made for goods purchased in quantity to be later distributed to the institutions upon their requisitions.

The counties should be urged to use the facilities here created and to consult and co-operate with the Board in an effort to reduce their costs.

Section 5877 of the Code requiring the filing of sheriff's books with the probate judge should be repealed and such requirements substituted as will allow one sheriff to deliver his books and records to the succeeding sheriff.

The headings for letter forms and records in all State and county institutions should be standardized by requiring merely the name of the department or bureau and the

<i>Articles</i>	<i>Units</i>	Bryce Hospital	Mount Vernon Hospital	Boys Indus. School
Flour	Bbls.	1,800	600	42
Bread	Lbs.	*	*	60,000
Meal	Lbs.	124,000	90,000	37,300
Irish Potatoes	Lbs.	15,000	*45,000	24,000

(B AND C)—CONSUMPTION OF MAIN ARTICLES OF FOOD, CLOTH, CLOTHING AND GENERAL SUPPLIES.

Articles	Units	Bryce Hospital	Mount Vernon Hospital	Boys Indus. School	Girls Train- ing School	Mercy Home Ind. School	Negro Reform School	School for Deaf	School for Blind	Negro Deaf and Blind	Old Soldiers	Convict Department	Total Each Article	Total Value
Flour	Bbbs.	1,800	600	42	35	20	50	38	38	40	100	2,000	4,763	\$ 52,393.00
Bread	Lbs.	*	*	60,000	1,000	600		22,000	10,000	100	6,000	5,000	104,700	10,470.00
Meal	Lbs.	124,000	90,000	37,300	3,000	1,800	23,000	9,800	7,000	7,200	9,600	1,200,000	1,512,700	64,289.75
Irish Potatoes	Lbs.	15,000	*45,000	24,000	6,000	3,600	*6,000	5,200	1,500	*6,300	7,500	‡37,000	157,100	7,069.50
Sweet Potatoes	Lbs.	*138,000	*150,000	1,150	4,000	2,400	*6,000	4,650	1,700	*9,000	*300	‡660,000	977,200	19,544.00
Rice	Lbs.	36,000	22,200	9,600	300	180	4,800	1,206	1,000	600	1,800	15,000	92,680	9,268.00
Grits	Lbs.	24,300	17,000	10,250	1,000	600	4,800	175	700	580	2,400	15,000	76,805	384.25
Peas	Lbs.	17,300	*50,000	18,300	600	360	*18,000	1,100	800	600	2,500	180,000	289,560	11,582.40
Lima Beans	Lbs.	1,250		700	1,000	600		500	1,000		2,500		7,550	830.50
Hams	Lbs.	700	2,100	160	360	220		1,100	540	150		10,000	15,330	5,365.50
Bacon	Lbs.	1,450		10	400	240		50	150				2,300	1,380.00
Side Meat	Lbs.	50,000	36,000	8,350	600	360	6,000	1,450	1,000	950	7,500	420,000	532,210	159,663.00
Pure Lard	Lbs.	3,400			50	30		1,400	350		*100		5,330	1,972.10
Compound Lard	Lbs.	25,450	22,000	8,000			3,000		400	950	4,500	18,500	83,300	24,690.00
Fresh Meat	Lbs.	196,000	36,300	10,000	800	500	6,000	9,000	5,100	4,100	*2,500	50,000	320,300	57,654.00
Fish	Lbs.	800	400	225	100	60		120	225		2,500	2,000	6,430	964.50
Syrup	Gals.	8,100	*5,200	700	100	60	*1,700	1,000	450	400	*400	25,000	43,110	28,021.50
Coffee	Lbs.	14,200	3,500	‡4,600	300	180	48	180	100	250	1,800	23,000	48,158	14,447.40
Sugar	Lbs.	28,700	27,000	13,000	1,800	1,080	2,400	3,400	1,000	1,100	5,000	50,000	134,480	13,448.00
Salt	Lbs.	22,000	10,000	6,000	200	120	4,800	1,250	500	600	1,000	60,000	106,470	1,064.70
Evaporated Fruit	Lbs.	18,600	9,600	6,100	600	360		100	600	300	1,200	2,000	39,460	7,892.00
Canned Fruits and Vegetables	Lbs.	26,000	*9,000	8,000	5,000	3,000	1,000	1,000	6,000	800	1,400	25,000	88,200	8,820.00
Tobacco	Lbs.										1,500	26,000	27,500	19,250.00
<i>Total Main Articles of Food</i>														\$520,464.10
Coal	Tons	*8,600	1,060	960	75	45		815	350	100	40	2,500	14,545	65,452.50
Brooms	Doz.	175	80	28	4	3	20	8	6	4	10	80	418	3,762.00
Mops	Doz.	12	16	4	1	1	2	8	4	3	6	10	67	469.00
Sweeping Compound	Lbs.			250				200					450	9.00
Toilet Paper	Cases	100	12	36	6	4		60	36	2	3	200	459	3,213.00
Soap	Cases	200	115	180	5	4	30	6	7	12	2	400	961	4,805.00
Washing Powder	Cases	10	34	14	1	1	6	6	6	1	1	900	980	3,920.00
Gasoline	Gals.	1,000	2,500	1,000	600	100	400					2,000	7,600	2,014.00
Kerosene	Gals.	800	400	3,100	1,200		1,200	20	5		100	1,000	7,825	1,408.50
<i>Total Main Articles Supply</i>														\$85,053.07
Cotton	Bales											*3,500	3,500	577,500.00
Sheeting and Domestics	Yards	50,000	25,000	3,400	800	480	5,000	600	200	150	300	*45,000	130,930	26,186.00
Underwear	Doz.	210	140	30	18	10	25				35	2,600	3,068	9,204.00
Hosiery	Doz.	750	250	90	18	10	75					1,250	2,443	4,886.00
Blankets	Each	900	350	150	100	20	100	75	50	20	50	1,500	3,315	9,945.00
Table Cloth	Yards	1,000			20	12			50	16	100		1,198	718.80
Shoes	Pairs	4,550	1,850	700	100	60					200	9,300	16,760	54,470.00
Toweling	Yards	5,300	1,600	400	100	60		500	100	120			8,180	2,454.00
Uniform Cloth	Yards			4,000			2,500						6,500	1,950.00
Pants	Pairs	450	400								450	9,500	10,800	16,200.00
Coats	Each	700	150								180	750	1,780	2,670.00
Hats and Caps	Each	1,000	70								90	5,000	6,160	3,080.00
Shirts	Each	500	1,800								400	9,500	12,200	6,100.00
Overalls	Doz.	50	50									40	140	2,520.00
Ginghams	Yards	12,500	6,000		750	450							19,700	3,940.00
Calico	Yards	1,500									600	300	2,400	288.00
Women's Dresses	Each	100										1,000	1,100	2,200.00
<i>Total Main Articles Cloth & Clothing</i>														724,311.73
GRAND TOTAL MAIN ARTICLES OF CONSUMPTION														\$1,329,833.90

Notes: *Indicates a considerable part of this item is produced by the institution.

‡Boys' Industrial School uses cereal coffee.

‡Indicates items grown at institution.

office, and not carry the name of the temporary officer.

Respectfully submitted,

STATE BOARD OF CONTROL AND ECONOMY.

W. D. NESBITT,
Chairman.

W. L. LANCASTER,
Associate.

W. C. CALDWELL,
Secretary.

Reform School	School for Deaf	School for Blind	Negro Deaf and Blind	Old Soldiers	Convict Department	Total Each Article	Total Value
50	38	38	40	100	2,000	4,763	\$ 52,393.00
.....	22,000	10,000	100	6,000	5,000	104,700	10,470.00
,000	9,800	7,000	7,200	9,600	1,200,000	1,512,700	64,289.75
,000	5,200	1,500	*6,300	7,500	±37.000	157.100	7 069 50

and county institutions should be standardized by requiring merely the name of the department or bureau and the

office, and not carry the name of the temporary officer.

Respectfully submitted,

STATE BOARD OF CONTROL AND ECONOMY.

W. D. NESBITT,
Chairman.

W. L. LANCASTER,
Associate.

W. C. CALDWELL,
Secretary.

(A)—POPULATION.

<i>Institution</i>	<i>Date Reported</i>	<i>Inmates</i>	<i>Em- ployees</i>	<i>Total</i>
Bryce Hospital	6/21	*1411	150	1561
Mt. Vernon Hospital.....	5/31	738	100	838
Boys Industrial School.....	4/1	318	30	348
State Training School.....	4/25	47	7	54
Mercy Home Ind. School.....	5/5	30	3	33
Negro Reform School.....	5/27	274	9	283
School for the Deaf.....	4/23	†165	9	174
School for the Blind.....	4/24	97	16	113
Sch'l for Negro D. & B....	4/24	48	14	62
Old Soldiers' Home.....	4/23	98	8	106
Convict Department	6/25	2200	250	2450
Total.....		5426	596	6022

Note: *Includes 113 paying patients.

†For scholastic year only.

(A)—ESTIMATED MONTHLY EXPENDITURES
AND AMOUNTS DUE JUNE 1ST.

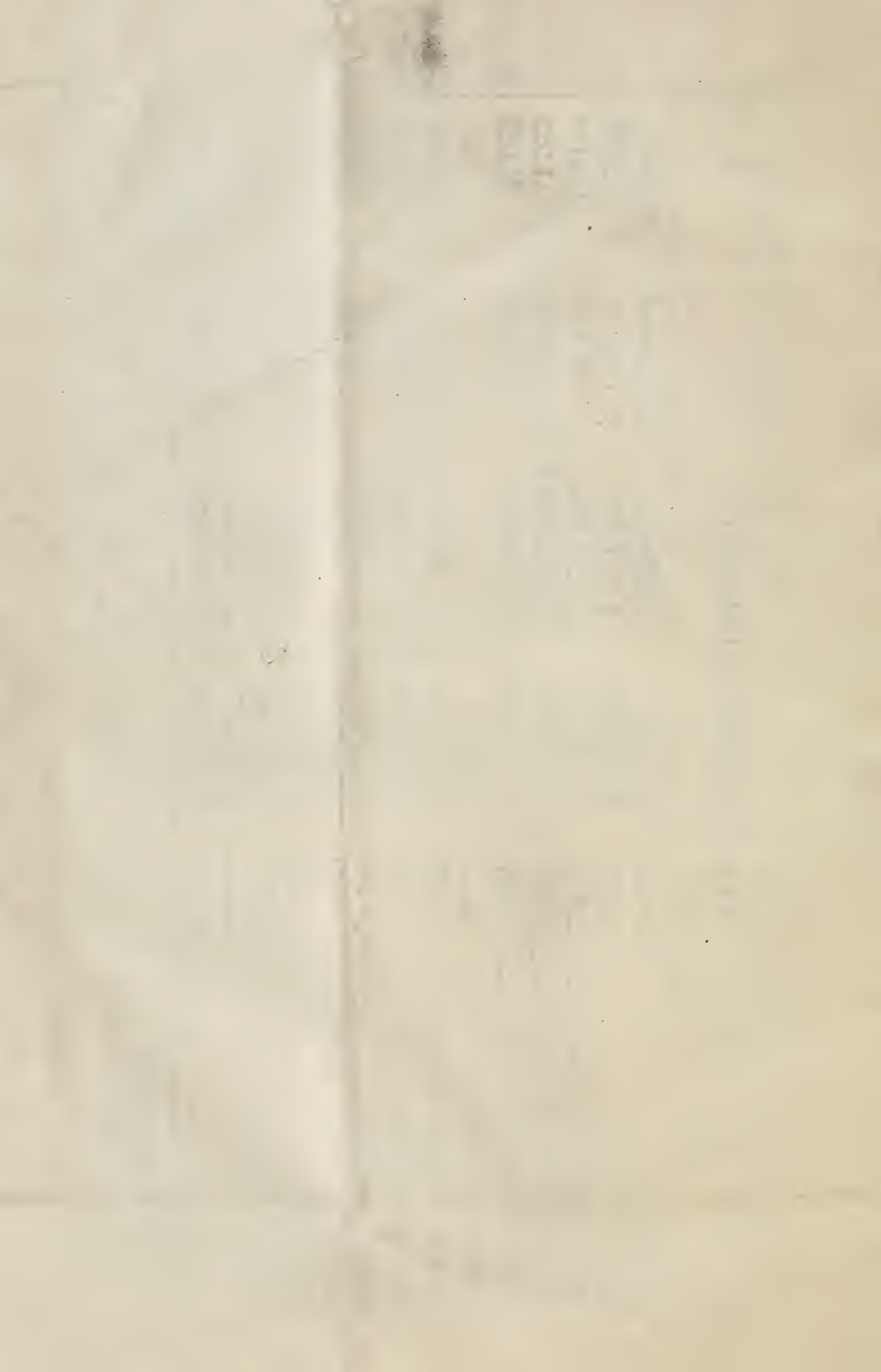
(Expenditure in excess of appropriations.)

<i>Institution</i>	<i>Monthly Expenses</i>	<i>In Arrears June 1st.</i>
Bryce Hospital	\$28,000.00	\$30,000.00
Mt. Vernon Hospital.....	16,000.00	
Boys Industrial School.....	4,200.00	10,000.00
State Training School.....	800.00	1,800.00
Mercy Home Iudustr'l School	500.00	1,900.00
Negro Reform School.....	2,500.00	4,000.00
School for Deaf.....	3,500.00	11,500.00
School for Blind.....	2,000.00	
School for Negro Blind & D.	1,000.00	
Old Soldiers' Home.....	1,800.00	500.00
Total Monthly Expenses.....	\$60,300.00	
In Arrears		\$59,700.00

(A)—PROPERTY SUMMARY.

<i>Institution</i>	<i>Acreage</i>	<i>Land</i>	<i>Buildings</i>	<i>Equipment</i>	<i>Total</i>
Bryce Hospital	1,500	\$ 60,000	\$ 600,000	\$ 193,000	\$ 853,000
Mt. Vernon Hospital.....	2,890	62,350	126,700	50,146	239,196
Boys Industrial School.....	136	61,200	116,510	32,212	211,922
State Training School	595	6,625	25,000	5,000	36,625
*Mercy Home Ind. School.....					
Negro Reform School.....	492	9,840	30,000	10,000	49,840
School for Deaf.....	18	18,000	278,500	29,223	325,723
School for Blind.....	15	9,000	116,300	15,750	141,050
School for Negro D. & B.....	22	4,400	44,500	3,707	52,607
Old Soldiers Home.....	100	3,000	37,650	8,697	49,347
Convict Department	7,960	159,600	377,500	85,035	622,135
Totals.....	13,728	\$ 394,015	\$1,752,660	\$ 434,770	\$2,581,445

*Privately owned.



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